

Facilities Engineering

# **Management of Installation Directorates of Public Works**

Headquarters  
Department of the Army  
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**UNCLASSIFIED**

# ***SUMMARY of CHANGE***

AR 420-10

Management of Installation Directorates of Public Works

This revision--

- o Establishes the Directorate of Public Works (DPW) as the installation activity responsible for facilities engineering, housing, and environmental services (paras 1-1, 2-1, and 3-1).
- o Revises and updates responsibilities (para 1-4).
- o Removes specific requirements for MACOM and HQDA staff visits to installation DPWs (paras 1-4b and 1-4e).
- o Provides new organizational alternatives for installation DPW structure (para 2-2).
- o Adds basic DPW functions descriptions (para 3-1).
- o Adds planning and business practices policies (paras 3-2 and 3-3).
- o Restates the host--tenant relationship for public works functions (para 3-5).
- o Removes detailed coverage of the program for annual awards for public works/facilities excellence (para 3-7).
- o Changes and updates policies covering real property facilities project estimates, approvals, and files (chap 4).
- o Adds policies for contract performance of projects and provides for use of Federal civilian inmate labor in public works activities (paras 3-3e, 5-3, and 5-5).
- o Updates and re-states provisions of the Installation Support Program (chap 6).
- o Redefines 'repair' (glossary, sec II).
- o Adds a Management Control Evaluation Checklist for installation public works activities (app B).
- o Removes appendixes C-F.

Effective 15 May 1997

Facilities Engineering

## Management of Installation Directorates of Public Works



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Secretary of the Army

**History.** This UPDATE printing publishes a revision of this publication. Extensive changes have been made, and the structure of the entire revised text has been reorganized. No attempt has been made to highlight changes from the earlier edition dated 2 July 1987.

**Summary.** This regulation has been revised throughout to update descriptions of, and basic policies for, conduct of installation public works activities, remove procedural details, simplify provisions regarding the U.S. Army Corps of Engineers Installation Support program and the Public Works Annual Awards Program, and delete unneeded appendixes.

**Applicability.** This regulation applies to the

Active Army and the U.S. Army Reserve. Specifically, it applies to installations and activities in active use by the regular Army, in an inactive or standby condition for future use by the regular Army, in an excess category (see AR 405-90 for further guidance), and in full-time or intermittent use by the U. S. Army Reserve or Reserve Officers' Training Corps. This regulation does not apply to the Army National Guard and installations and activities, or parts thereof, which have been licensed to the District of Columbia or to any state, territory, or commonwealth of the United States for use by the National Guard; single project-owned or leased civil works facilities of the U.S. Army Corps of Engineers; national cemeteries; facilities occupied by Army activities as tenants when support is provided by another government agency; and Government-owned, contractor-operated, industrial plants/activities.

**Proponent and exception authority.** The proponent of this regulation is the Assistant Chief of Staff for Installation Management. The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. Proponents may delegate the approval authority, in writing, to a division chief under their supervision within the proponent agency

who holds the grade of colonel or the civilian equivalent.

**Army management control process.** This regulation contains management control provisions and identifies key management controls that must be evaluated.

**Supplementation.** Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from ATTN DAIM-FDF-M, ASSISTANT CHIEF OF STAFF FOR INSTALLATION MANAGEMENT, 600 ARMY PENTAGON, WASHINGTON DC 20310-0600.

**Suggested improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to ATTN DAIM-FDF-M, ASSISTANT CHIEF OF STAFF FOR INSTALLATION MANAGEMENT, 600 ARMY PENTAGON, WASHINGTON DC 20310-0600.

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## Chapter 1 Introduction

### 1-1. Purpose

This regulation provides basic policies and responsibilities for conduct and management of installation level public works activities by the Directorate of Public Works (DPW) or other installation staff office responsible for facilities engineering, housing, and environmental support. It includes guidance for setting facilities maintenance and repair standards and policies for planning and executing facilities projects. It defines the U.S. Army Corps of Engineers (USACE) installation support program and provides for an annual DPW awards program.

### 1-2. References

Required and related publications and referenced forms are listed in appendix A.

### 1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the glossary.

### 1-4. Responsibilities

a. The Assistant Secretary of the Army (Installations, Logistics, and Environment) has overall responsibility for installation facilities, housing, and environmental policy and program direction.

b. The Assistant Chief of Staff for Installation Management (ACSIM) has Army staff responsibility for policies, plans, programs, and procedures in matters of installation facilities, housing, and environmental functions. The ACSIM will—

(1) Develop and direct policy, planning, programming, and budgeting involving installation management and resourcing of installations for the Army.

(2) Develop and implement HQDA policy and provide ARSTAF supervision for public works activities; to include facilities, housing, and environmental management and DPW work management, organization, and staffing.

(3) Direct the development, implementation, and execution of facilities, housing, and environmental programs in support of installation management Army wide.

(4) Advise the Army leadership and OSD on planning, development, implementation, and evaluation of comprehensive installation management, facilities, housing, and environmental programs to meet Army needs.

c. The Commander, U.S. Army Corps of Engineers (USACE) will—

(1) Provide technical support and services to MACOMs and installations in construction, facilities engineering, utilities contracting, environmental support, real estate, research and development, and technology transfer.

(2) Direct USACE Installation Support (IS) activities, and ensure that USACE IS policies and procedures are compatible with Army regulations.

d. The Director, U.S. Army Center for Public Works (USACPW) will—

(1) Assist Army DPWs, major commands, the Chief of Engineers, and the ACSIM in their efforts to create Army Communities of Excellence (ACOE).

(2) Provide facilities management functional and technical advice and assistance to the ACSIM. Prepare, review, and execute technical support activities, and recommend improvements in facilities management policy and guidance.

(3) Transfer new technology and provide technical support information and guidance to major commands and installations in facilities engineering, energy efficiency, public works management and business practices, real property master planning, automated systems, and professional development and training.

(4) Manage the development, acquisition, training, fielding, customer support, and sustainment of DPW data processing systems;

and maintain the corporate data base for the Army's real property inventory.

(5) Assist installations in acquisition and sale of utilities services and privatization of utilities systems.

e. Commanders of major Army commands (MACOMs) will—

(1) Establish DPW organizational, operational, and administrative procedures for installations under their command.

(2) Provide command and technical supervision, guidance, and assistance to their installations in DPW functional program development and execution. This includes technical review of projects and scheduled reviews of DPW programs to provide assistance and technology transfer.

(3) Implement MACOM procedures to ensure the use of DPW work management procedures in planning, programming, setting priorities, performing, evaluating, and reporting.

(4) Implement MACOM procedures to ensure that real property planning processes are established and integrated into facilities management.

(5) Develop MACOM procedures for evaluation and selection of nominees to represent the MACOM in the DPW Annual Awards Program.

f. Garrison and installation support activity commanders will—

(1) Establish public works organizations that provide facilities engineering, housing, and environmental services for the installation and its supported subinstallations and separate activities.

(2) Ensure that real property master planning for the installation is accomplished in accordance with AR 210-20.

(3) Establish procedures for requesting assistance from the USACE direct support district, USACE laboratories, USACPW, and the U.S. Army Environmental Center for work which cannot be accomplished efficiently and effectively with existing installation or MACOM capabilities.

(4) Establish and implement procedures to prevent changes to structures or facilities, removal or disposal of facility components, and changes in the current use of facilities without prior knowledge and approval of the DPW.

g. Overseas commanders will perform the tasks in paragraph f above to the extent that there is no conflict with host nation agreements. In the event of a conflict between this regulation and a host nation agreement, base commanders will obtain guidance from their next higher headquarters.

h. The Director of Public Works (or USAR Regional Support Command Engineer or other installation staff officer charged with facilities engineering, housing, and environmental support responsibilities) exercises staff supervision over all public works functions that are part of the installations' mission, including remote sites, sub-installations, reserve component (RC) activities, and interservice support. (See paragraph 2-3 for commander's options in organizational placement of specific functions or responsibilities.) Directors of Public Works will—

(1) Develop and manage comprehensive annual and long range plans covering all real property investment, maintenance and repair initiatives.

(2) Manage engineer resources by accomplishing DPW financial planning, programming, budgeting, budget execution, accounting and review activities, resource management/annual work planning, and ADP systems support.

(3) Coordinate the approval of installation maintenance, repair, and construction projects, including self-help, to be executed by the DPW, troop units, and other installation activities and tenants (including private sector entities) to ensure technical sufficiency and compliance with statutes, regulations, the installation Master Plan, and the Installation Design Guide; and be the initial source of work classification for all work accomplished on installation facilities.

(4) Establish and implement an effective work management system, including customer service standards. (See DA Pam 420-6 for procedural guidance.)

(5) Plan and prioritize project work, and maintain a central data base for work requirements and a centralized tracking system to account for project work.

(6) Manage real estate and space utilization, and perform the real

property inventories, reports, and surveys required by AR 405-45, AR 405-70, AR 405-80, and AR 500-10.

(7) Manage the installation environmental program to ensure compliance with AR 200-1, and ensure that environmental issues are integrated into the processes of facilities engineering and housing. This program will ensure that installation facilities are in compliance with federal, State, and local environmental statutes and regulations in CONUS; and that OCONUS facilities are in compliance with the country specific Final Governing Standards and other host nation regulations.

(8) Manage the cultural resources program in accordance with AR 420-40. Ensure that historical inventories, historical preservation plans, and archeological surveys are completed, and consult with proper state and Federal agencies and private organizations prior to undertaking work on structures or land that meet the criteria of, or are listed in, AR 420-40.

(9) Manage land, forest, fish, endangered species, and wildlife resources in accordance with AR 200-3 with particular emphasis on management of threatened and endangered species. The Director of Public Works will be a member of the installation Natural Resources Conservation and Beautification Committee.

(10) Manage the installation fire and emergency services program in accordance with AR 420-90.

(11) Manage the installation housing program and provide centralized operation and management of all housing functions of the installation as listed in AR 210-50.

(12) In coordination with the Director of Personnel and Community Activities, ensure that all non-appropriated fund (NAF) related facility initiatives comply with installation real property management plans, the Installation Design Guide, standards for exterior and interior design, and environmental requirements; and provide technical approval to ensure engineering adequacy and compliance with applicable Army construction, operations, maintenance, and fire and life safety criteria.

(13) Conduct traffic engineering activities in accordance with AR 55-80 and AR 420-72, and coordinate traffic engineering requirements with appropriate law enforcement, safety, security and transportation officials.

(14) Oversee operations and personnel certification of the installation's utilities systems, coordinate acquisition and sales of utility services, and provide technical support to the contracting officer in acquiring contracts for utility services according to AR 420-41.

(15) Execute the fixed facility portion of the installation energy management program.

(16) Be a voting member and Executive Secretary of the installation Real Property Planning Board.

(17) Be a voting member of the installation Program Budget Advisory Committee and justify the RPMA portion of the installation operating program budget.

(18) Prepare and submit DD Form 1391 (FY Military Construction Project Data) for maintenance, repair, or construction projects over the dollar thresholds given in AR 140-483, AR 415-15, and this regulation; and when required by the MACOM..

(19) Perform or oversee assigned contract administration tasks with authorities delegated by the supporting contracting officer.

(20) Apply internal control review procedures as an Assessable Unit Manager in accordance with AR 11-2, and identify deficiencies to the garrison or installation support activity commander.

## **Chapter 2**

### **Directorate of Public Works Organizational Structure**

#### **2-1. Organization basis**

The DPW is organized and staffed to perform installation facilities engineering, housing, and environmental management support functions. Basic organizational concepts for installation activities are given in FM 100-22, Installation Management Doctrine. The FM provides broad guidelines on garrison organizational structure and

functional areas of responsibility. In addition, it defines roles and key positions of a garrison.

#### **2-2. Consolidated DPW**

Commanders should examine the feasibility and possible benefits of consolidating DPWs or regionalizing selected DPW resources for economy and efficiency. Single installation "stand alone" DPWs normally will perform the Installation Staff Engineer (ISE) functions for the commander. At installations supported by a regional, geographically consolidated DPW, the commander may establish an ISE with capability to conduct planning, programming, and budgeting, conduct liaison functions with the DPW, and manage self-help programs. Provisions for satelliting one installation on another for DPW support are authorized by AR 5-16.

#### **2-3. Typical Organization**

Garrison and installation support activity commanders are responsible for ensuring that in-house forces are organized and staffed in the most effective and efficient manner. Figure 2-1 displays a typical installation DPW organization.

a. The garrison or installation support activity commander may approve a separate environmental, natural, and cultural resources management organization which reports directly to the commander.

b. Resources management and operations personnel in the DPW need constant interaction for accounting and review. The high potential for RPMA and Army family housing statutory violations, the need to classify work under strict guidelines, and the extent of DPW support agreements and reimbursable services make it essential to achieve and sustain precise costing of services. Garrison or installation support activity commanders may authorize an exception in the general practice of consolidated installation budgeting functions. DPWs may organize a separate resources management element which accomplishes the functions of financial planning, programming, budgeting, budget execution, and accounting and review within the Directorate. These are distinct from typical installation resources management functions; however, resource management personnel in this element will be costed under the "U" base support letter account.

#### **2-4. Alternatives**

Alternative structures may be adopted for specific requirements and circumstances. The following are examples:

a. An Operations Office which deals with a military support mission or troop unit liaison requirement.

b. A Medical Facilities Support Division, which manages and executes the operation, maintenance, repair, and minor construction functions for large medical facilities; for example, where a medical center is a tenant on the installation.

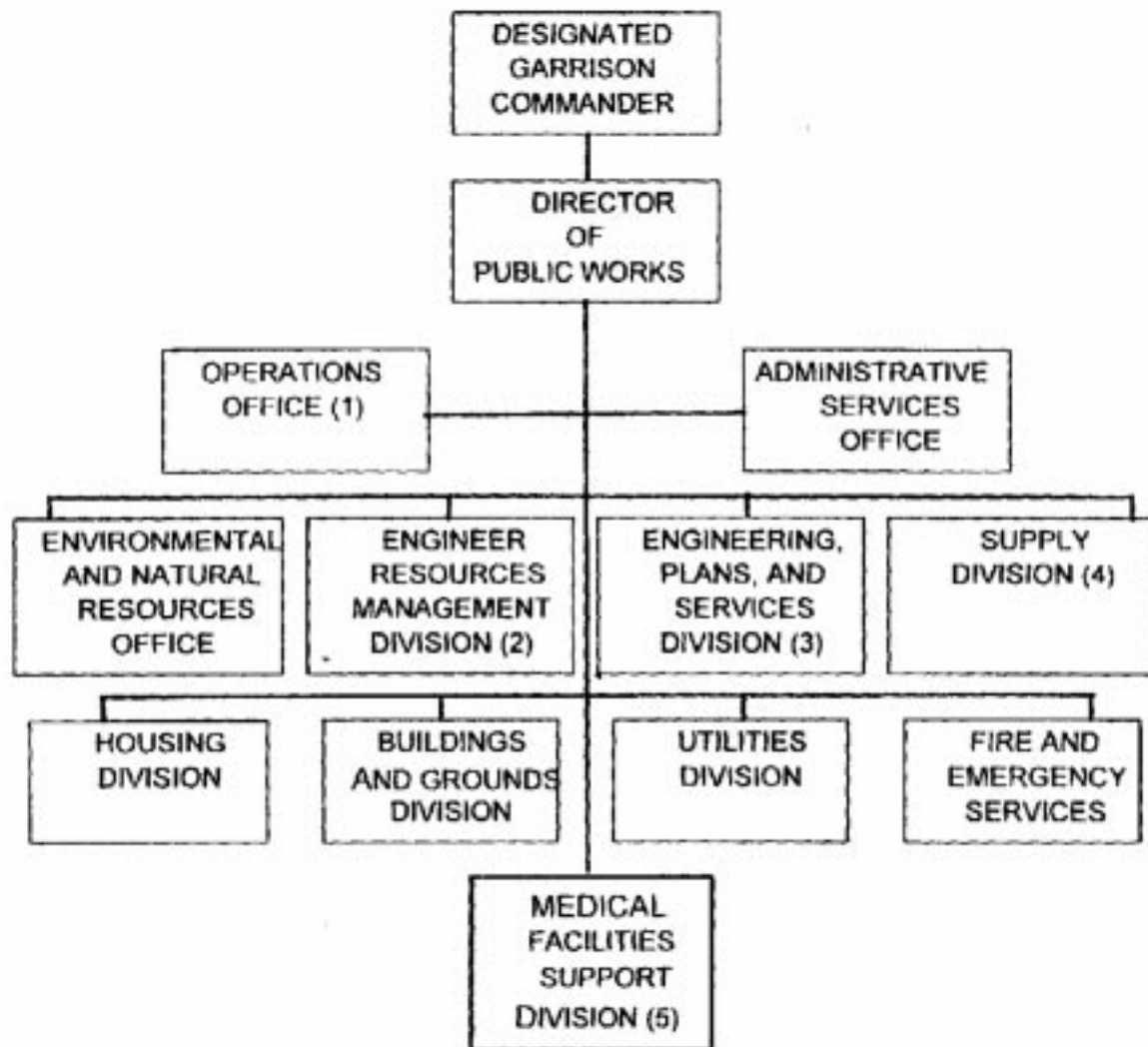
c. Consolidation of some functions if commercial activities are converted to contractor performance or if local conditions make consolidation more efficient or effective. Figure 2-2 illustrates an example DPW organization with predominantly contracted operations.

(1) Governmental functions of the Buildings and Grounds and Utilities Divisions are combined into an Operations and Maintenance (O & M) Division.

(2) Environmental management, natural resources, and fire and emergency services governmental functions are combined with the O & M Division.

(3) Governmental functions of the Supply and Equipment Division are combined with other resources management functions or other installation supply activities.

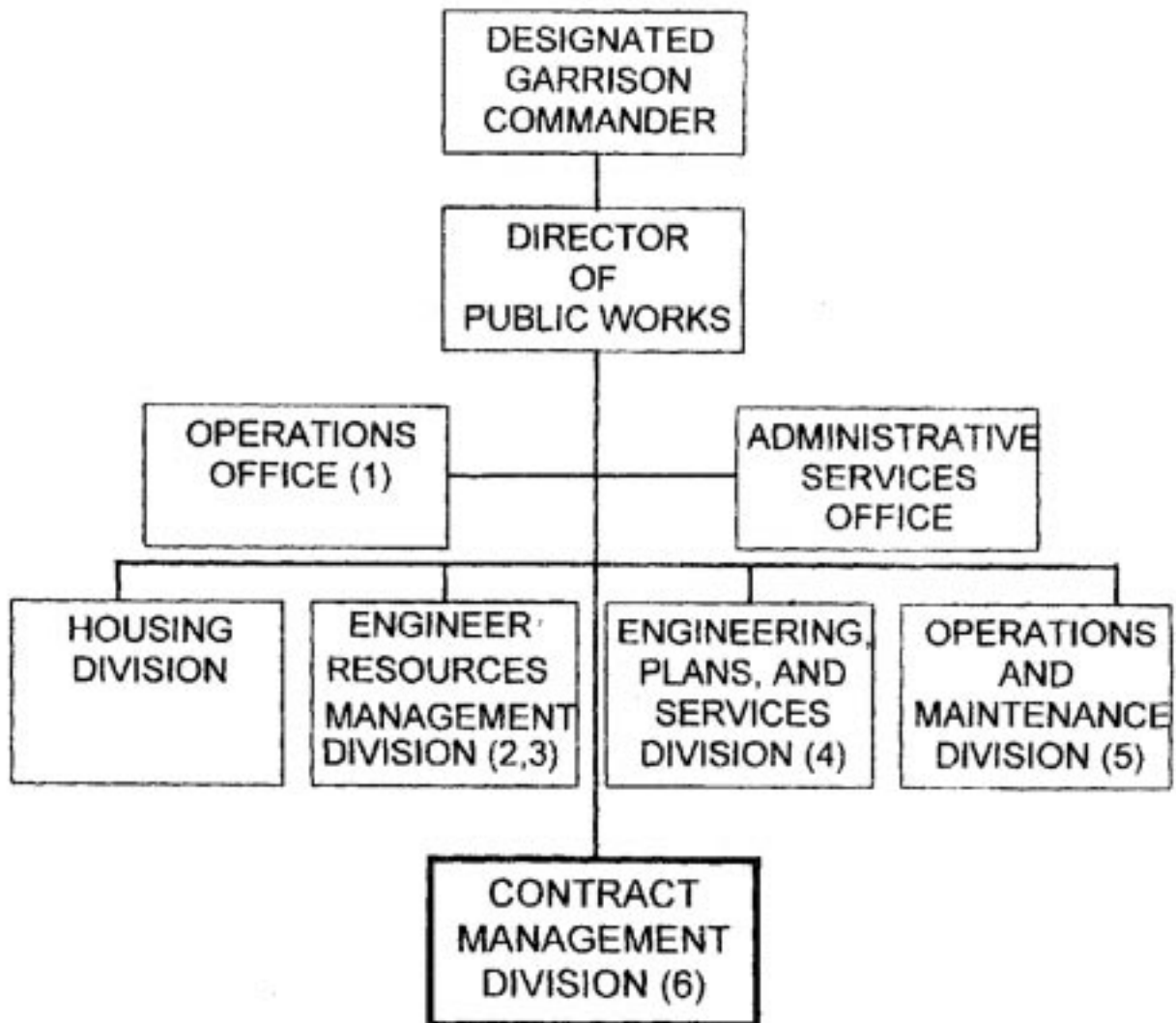
(4) A Contract Management Division administers contracts within delegated authorities, conducting contract surveillance and quality assurance and ensuring warranty enforcement.



**Notes.**

1. Option if there is a military support mission or troop unit liaison requirement.
2. Also named Business management Office at some installations.
3. Typically includes real property and master planning functions.
4. May include DPW equipment and property book functions.
5. When applicable and appropriate.

Figure 2-1. Typical Directorate of Public Works Organizational Structure.



Notes.

1. Option if there is a military support mission or troop unit liaison requirement.
2. Also named Business management Office at some installations.
3. May include Governmental supply and equipment functions.
4. Typically includes real property and master planning functions.
5. May include combined buildings and grounds and utilities government functions, plus environmental, natural resources, and fire and emergency services governmental functions.
6. When applicable and appropriate.

Figure 2-2. Example organization of predominantly contracted Directorate of Public Works



## Chapter 3 Installation Public Works Operations

### 3-1. Basic functions

Directors of Public Works are the principal installation staff officers for organization, control and accomplishment of installation facilities engineering, housing, and environmental management activities, including host nation funded activities. Installations have only one Director of Public Works. Unless the commander adopts an alternative organizational structure for specific functions, the DPW accomplishes the following:

a. Engineering operations, which include, but are not limited to, engineer troop construction programs, coordination of self-help programs, off-post support coordination, coordination of engineering support for mobilization and other contingency activities, base closure coordination, and USACE liaison.

b. Engineering plans and services, which include, but are not limited to, design and engineering services, real property master planning, programming of major construction, real property management, facilities space management, and relocatable building authorizations.

c. Buildings and grounds, including, but not limited to, maintenance, repair, minor construction and improvement of the installation's buildings, structures, roads, railroads, hardstands, airfields, and improved/semi-improved grounds, custodial services, pest control, self-help and preventive maintenance programs, packing and crating services, and maintenance of DPW equipment.

d. Utilities, including, but not limited to, operation, maintenance, repair and improvement of the installation's utility plants and systems, management of the installation's fixed facilities energy conservation program, refuse and solid waste collection and disposal services, and recycling program management.

e. Centralized management of all housing functions of the installation, including housing requirements, furnishings management, housing program and budget management, housing referral, assignment and termination of family quarters, and housing management and operations.

f. Environmental, natural and cultural resources management, which pertains to all environmental media program areas. Unless the commander adopts an alternative structure for different organizational placement as in paragraph 2-3, the chief of environmental, natural, and cultural resources management will report directly to the Director of Public Works, but should have direct access to the garrison or installation support activity commander regarding significant environmental compliance issues.

g. Fire and emergency services, which include, but are not limited to, all fire fighting (structural, aircraft, and wildland) by civilians or military, fire prevention (technical services), hazardous materials responses, emergency medical services, confined space rescue, disaster preparedness, and ancillary services.

h. Real property maintenance supply support, which includes management of DPW supply and storage activities, property accountability for public works equipment, and performance or oversight of delegated contract administration tasks, including quality assurance surveillance and evaluation of contractor performance.

i. Public works resources management, which includes financial planning, programming, budgeting, budget execution, accounting and review activities; the DPW work management program; work planning; managing internal ADP systems support and coordinating external ADP systems support; and industrial engineering support to the directorate. Support activities may include reimbursable activities and agencies on or near the installation such as—

(1) Other Army, DOD, and U.S. Government agencies, including reserve component activities.

(2) Some NAF activities such as the Army-Air Force Exchange Service and private organizations such as banks and credit unions that support the installation. Support to morale, welfare, and recreation (MWR) activities is defined in AR 215-1.

(3) State and local governments in accordance with the Inter-governmental Cooperation Act, section 6501, title 31, United States Code (31 USC 6501).

(4) Foreign government activities for which a support agreement with the U.S. Government exists.

### 3-2. Planning

Public works organizations will accomplish short- and long-range planning, with installation commander's approval, for future development of land, facilities, and infrastructure of the installation, following the master planning methodology of AR 210-20. Plans will be prepared to support acquisition, management, accountability, and disposal of real property; and to serve as a framework for allocating available maintenance and repair resources. Work planning will identify the commander's goals and objectives for development and operation of the installation, and will identify the major work to be done to real property to assure continued mission performance. Plans will be managed to ensure that resources are not spent on facilities that are not essential to missions and future development of the installation.

### 3-3. Business practices

a. *Review and analysis.* Work performed will be recorded and reported for performance evaluation, for future planning and scheduling of similar work, and for reports required by higher authority. The value of review and analysis extends to all DPW business practices. Managers should be encouraged to continually improve business practices by eliminating inefficient procedures and non-productive working relationships in order to gain staff efficiencies, cost effectiveness, and customer satisfaction.

b. *Integrated Facilities System.* The Integrated Facilities System - Mini/Micro (IFS-M) is the Army's automated information management system to be used by DPWs to track and maintain all facilities related data. As commercial, off-the-shelf software and newer technology are integrated into IFS-M, the capabilities of the DPW to use the data in the "decision making process" will continue to be enhanced. Where IFS-M implementation is not feasible or practical for cost or other reasons, other automated systems may be used. They must capture and compile cost and performance data in sufficient detail to support internal cost and management analysis, Technical Data Reports, and real property inventory reporting.

c. *Work and cost reporting.*

(1) DPW records will provide visibility over what, where, why, how, when, and how much work is being performed on real property facilities, including work performed by contractors. Work authorizing documents, regardless of the method of performance, will be recorded with the proper facility number or Technical Data Activity Code.

(2) Costs incurred by the DPW for work on an Army-owned real property facility (RPF), direct and reimbursable, regardless of funding source or method of accomplishment, will be reported on work documents (service orders, standing operations orders, individual job orders, and so forth). The DPW will capture costs in enough detail to ensure compliance with project approval authority and the Chief Financial Officer Act, to develop accurate rates for reimbursable services, and to support DPW review and analysis of work accomplished. The minimum essential requirement is to accumulate costs at the work authorizing document level. This includes work accomplished for non-DOD activities.

(3) Recording transactions in the finance and accounting system is essential to all levels of management in programming funds for future years. Cost transactions should be recorded as direct obligations in the accounts where the execution takes place. Obligations and expenses will be recorded as work is accomplished. Environmental costs will be included as expenses of real property maintenance activities (RPMA).

d. *Customer service.* DPWs will establish and implement customer service standards. Customer service is a compelling factor in the improvement of business practices, evaluation of effectiveness, establishment of work standards, and cost considerations. DA Pam

420-6 provides procedural guidance for implementing a customer service program.

*e. Alternative methods and sources.* DPWs will make maximum use of alternative performance methods and labor sources when necessary for providing services, accomplishing increased workload, or reducing shop backlogs, including:

- (1) Commercial contractor performance.
- (2) Overtime and temporary hires, providing allocated workyears are not exceeded.
- (3) Rescheduling or deferring work of lower priority.
- (4) Borrowing labor from, or transferring work to, another work center.
- (5) Use of prison inmate labor.
- (6) Partnerships, contracts, and mutual aid agreements with municipalities or other Government agencies, including USACE organizations.
- (7) Consolidation of functions into regional operations.
- (8) Privatization of functions.

### 3-4. Maintenance and repair

*a. Maintenance and repair* will be accomplished at a level which is economically justified with the objectives of supporting mission requirements and preventing deterioration that will require major repair or replacement. It is essential that installations use maintenance and repair standards, design guides, standard facility designs, real property plans, and resource management plans together, not separately. The intent is to provide quality facilities using durable, energy efficient, low maintenance cost items that ensure mission readiness and an excellent working or living environment.

*b. Conditions that affect the level of maintenance and repair* to be done at an RPF are—

(1) *Current status.* The current use of an RPF will be included in real property records and other facilities engineering, housing, and environmental management documentation. The design and current actual use of an RPF will be identified also in the installation IFS-M data base, or in the data base of the automated facilities management system in use where IFS-M has not been fielded. Current use is required for Installation Status Report purposes; that is, to analyze facility assets versus facility requirements and determine facility ratings.

(a) *Active use.* The minimum level of maintenance and repair for an RPF in active use, or required to be ready for immediate use, will be full protection against deterioration and provision of a functional living and working environment. The established maintenance and repair level will ensure economic and efficient use of the RPF for its intended purpose and for the expected period of active use. The priority given to maintenance of new and newly restored facilities will be high enough to ensure that the government's capital investment is protected and missions are supported. Installations will establish scheduled maintenance and preventive maintenance programs in accordance with AR 210-50 and AR 420-22. The purpose of a scheduled maintenance program is to accomplish all recurring maintenance necessary to preserve and maintain facilities in such condition that they may be used effectively for their designed functions. Building preventive maintenance should be used to augment scheduled maintenance.

(b) *Inactive use.* Inactive RPFs for which there is a documented planned future use or which are required for mobilization will be maintained as necessary to preserve their value and availability for future use. Industrial plant mobilization planning guidance provided in AR 700-90 will be used where applicable.

(2) *Fire, safety, and health standards - active and inactive RPFs.* AR 40-5, AR 385-10, and AR 420-90 provide general safety, health, and fire protection standards that are to be observed. In addition, specific maintenance and repair related safety requirements for prevention of hazards in utilities systems and other RPFs are found in various regulations and technical publications for the systems or RPFs. For example, guidance on requirements for gas system maintenance plans, leak detection surveys, system maps, safe working procedures, and emergency response plans is included in TM 5-654.

(3) *Planned disposal (facility reduction).* Maintenance and repair of vacant RPFs planned for disposal will be limited to that needed to minimize fire and safety hazards and to prevent pilferage. Disposal of unneeded, high maintenance facilities is a critical function for the installation. This action is imperative if the installation is to focus limited maintenance and repair resources on the most critical RPFs. Disposal actions will comply with the policies of AR 210-20, AR 405-90, and AR 415-15.

(4) *Environmental and natural or cultural resources factors.* (See AR 200-1, AR 200-2, AR 200-3, and AR 420-40 for applicable considerations and requirements.) DPW operations are affected by federal, state, and local regulations, and failure to comply with these requirements could result in mission impairment and lengthy legal procedures.

(5) *Energy management.* For guidance on energy management, see AR 11-27, AR 420-49, and the Department of Army Energy Resources Management Plan.

### 3-5. Host-tenant relationship

*a. Maintenance, repair, or construction work funded by tenant activities* will be coordinated with and approved by the DPW regardless of the source of funds or method of accomplishment. Tenants will report all RPMA related costs to the DPW for recording in the IFS-M. These procedures ensure that all maintenance, repair, and construction is in accordance with the installation's real property management plans. They also ensure that work accomplished does not violate federal or state laws; DOD or Army regulations; building and construction codes, standards, and criteria; installation facility standards; or exceed any local utility infrastructure capabilities.

*b. Tenants are responsible for providing the host DPW with unique criteria and justifications for real property planning and management support.* It is the tenant's responsibility to ensure that adequate resources and support are provided to ensure sound real property management and planning. Tenants and satellited activities will budget, fund, and reimburse the host for minor construction projects that are unique to the tenant/satellited activity mission.

*c. In general, installation DPWs will require reimbursement for all levels of support that are tenant unique; that is, costs that are attributable to the tenant and that the tenant is able to influence directly.* In certain circumstances, the host is responsible for providing facilities engineering, housing, and environmental support services to tenants/customers on a non-reimbursable basis. DPWs and garrison/installation support activity commanders will determine whether support is reimbursable according to separate policy directions issued by HQDA. Additional guidance on reimbursement for housing support is provided in AR 210-50. Guidance on reimbursement for NAF activities is provided in AR 215-1.

*d. All tenants, no matter what appropriation finances them, will comply with the host installation's real property plans and facility standards, including the Installation Design Guide and interior design standards.* Facility standards will not be waived or reduced to meet funding constraints.

*e. With respect to U.S. Army Reserve (USAR) facilities, designated Regional Support Commands (RSCs) are responsible for and manage USAR real property programs to include master planning, programming, maintenance, repair, and construction of facilities; service support; and environmental functions.* The relationship between the DPW and the RSC Engineer is a "technical support provider—managing customer" relationship. In critical support areas in which the RSC Engineer staff requires professional engineer, environmental, and other staff support, a detailed Memorandum of Agreement will exist between each RSC and a supporting DOD engineer organization that will provide the required service or technical support.

*f. DPWs will have support agreements with all Army, DOD, or other Government tenants/customers for which they provide facilities engineering, housing, or environmental management support services.* Requirements for recurring support and specific negotiated provisions for support will be documented in the support agreement. For example, if DPW personnel are dedicated full-time to medical

facilities support, they will provide support on a reimbursable basis stipulated in a support agreement.

### **3-6. Government furnished facilities**

Coordination and approval of the installation Director of Public Works is required before facilities space on the installation is made available for contractor use. If approved, square footage and type of space being provided will be defined in the contract.

### **3-7. Public Works Annual Awards Program**

a. The Department of the Army Public Works Awards Program includes honorary and monetary special act or service awards presented to individuals in a variety of DPW positions and activities. Honorary corporate awards are presented to recognize excellence in group activities that support execution of installation DPW functions. Administration of this program is detailed in DA Pam 420-6.

b. Annual public works awards will be presented to—

(1) Motivate improvement in management and execution of the facilities engineering, housing, and environmental missions.

(2) Recognize excellence in installation DPW managers, as shown by exceptional achievements and contributions to DPW mission accomplishment.

(3) Recognize the DPWs of ACOE Program winners of awards for customer service and facilities excellence.

(4) Recognize efforts of DPWs to improve work force productivity, thus enhancing support to service members and their families, the civilian work force, and the installation facilities engineering, housing, and environmental mission.

(5) Recognize excellence in USACE support through the IS Program.

(6) Recognize excellence in contractor performance of tasks in support of the installation facilities engineering, housing, and environmental mission.

(7) Recognize excellence in MACOM support to installation facilities engineering, housing, and environmental missions.

c. Eligibility and evaluation criteria are different for each award. The criteria, detailed procedures, and schedules for nominations and selections of award winners will be announced by HQDA and USACPW each year. An appropriate HQDA representative will present awards to winners.

d. Suitable publicity will be given to this program at all levels. Personal information used in publicity releases or submitted in support of requirements established by this regulation and any supplements to it will comply with all applicable Privacy Act requirements.

## **Chapter 4 Project Approval and Execution**

### **4-1. General**

a. The installation DPW will determine the scope of work to be included in a project, based on good engineering practices, environmental impact, operational or administrative considerations, and lifecycle cost effectiveness. Customers and tenants normally identify the makeup of projects based on need, funds available, and command priorities. The DPW advises customers and tenants on the technical, regulatory, and statutory feasibility of their projects. The DPW will also ensure that projects are reflected in, and comply with, real property and resource management plans and facility standards.

b. Project work will not be started without prior written project approval from the proper authority. Projects will not be split into increments solely to reduce the estimated costs below statutory limitations, contracting thresholds, or project approval levels. DA Pam 420-11 provides guidance for project definition and documentation.

c. A minor construction project includes all work necessary to produce a complete and usable facility or a complete and usable

improvement to an existing facility. A construction project will be financed from appropriations available for operations and maintenance if the project has total funded costs of \$500,000 or less, or if it has total funded costs of \$1 million or less and is intended solely to correct a deficiency that is life-threatening, health-threatening, or safety-threatening. MCA funds will not be used to finance projects under \$500,000 unless approved in advance by HQDA (DAIM-FDR). (See AR 415-19 for NAF minor construction project policies.)

d. Work to be done on an existing facility will be consistent with the design use and remaining economic life of the facility. If construction work will change the facility category code according to AR 415-28, the category code change will be approved prior to commencement of work. (See AR 405-70, para 3-6 for details.)

e. The DOD Explosive Safety Board (DDESB) approves preliminary site plans for construction of facilities for manufacturing, storing, handling, transporting, or testing military explosives or ammunition. (See AR 385-60, para 11 for procedures for submitting plans to the Board.) The DDESB also reviews and approves site plans for facilities which do not involve hazardous materials but which would be exposed to such risks if not properly located.

f. Separate maintenance, repair, and minor construction projects may be grouped into one contract for procurement, or a single project may be accomplished with more than one contract. The total funded cost of all elements of the project will not exceed the total authorized cost of the project.

g. More than one category of work may be approved on one document, provided that work in each category is within the commander's approval authority. Each category of work is separately subject to the appropriate approval limitations given in this regulation or in AR 210-50 for family housing projects. If the commander's authority for one or more categories of work is exceeded, separate approval documents are required for work that is to be approved by higher authority. The estimated funded and unfunded costs (see paragraph 4-6) for each category of work will be identified separately on the project approval document.

h. Maintenance, repair, and minor construction projects will comply with applicable requirements of the National Environmental Policy Act, sections 4321-4370a, title 42, United States Code (42 U.S.C. 4321-4370a), the National Historic Preservation Act, part 800.6, section 36, Code of Federal Regulations (36 CFR 800.6), and other environmental requirements. (See AR 200-1, AR 200-2, and AR 420-40.)

### **4-2. World War II (WWII) temporary buildings**

a. The Army considers WWII temporary buildings as functionally inadequate and uneconomical as long-term solutions to mission requirements, except for selected intermittent uses such as annual training. The Army goal is to eliminate most WWII temporary buildings on active component installations.

b. All work on WWII temporary buildings will be governed by requirements for facilities use, economic considerations, and good engineering judgement. WWII temporary buildings will not be renovated to satisfy Base Realignment and Closure actions, unit stationing or realignments, new unit activations, or other projected missions.

c. If the total of all maintenance, repair, and alteration costs in a WWII temporary building project exceeds \$20 per square foot, installation commander's approval of the project is required in addition to approval at the proper command level described in the following paragraphs. This requirement applies to all WWII temporary buildings, regardless of current use and project funding source. The commander's approval authority cannot be delegated further.

### **4-3. Authorization for minor construction projects**

a. MACOM commanders may approve a minor construction project with total funded costs of \$500,000 or less, or total funded costs of \$1 million or less if the project is intended solely to correct a deficiency that threatens the life, health, or safety of personnel. MACOM commanders may delegate all or part of this approval authority to MACOM staff or to subordinate commanders with

redelegation authority as desired. All delegations and redelegations will be in writing.

b. MACOM commanders will establish controls to prevent costs for MACOM or installation approved projects from exceeding approval limits. If it becomes apparent that the projected total funded cost of a minor construction project will exceed the MACOM approval limit, all work will be halted immediately. (See AR 415-15 for processing procedures for MCA approval and funding.)

#### **4-4. Minor construction prohibitions and limitations**

a. The following practices constitute statutory violations and are prohibited:

(1) Acquisition or improvement of real property facilities through a series of minor construction projects.

(2) Subdivision of a construction project to reduce costs to a level that meets a statutory limitation, or the splitting or incrementing of a project to reduce costs below an approval or contracting threshold.

(3) Development of a minor construction project solely to reduce the cost of an active military construction project below the level at which Congress would be informed of a cost variation.

b. Minor construction authority will not be used to begin or complete construction projects contained in the annual Military Construction Authorization Act, nor be used as a basis to complete projects financed under other authorizations when available funding is lacking.

c. Any project proposed under minor construction authority that has been previously denied authorization by Congress requires approval by the Secretary of the Army or designee, regardless of cost.

d. Project cost limitations in effect at the time of approval of a minor construction project remain in effect throughout the life of the project.

e. AR 405-80 describes limitations on expenditures for maintenance, repair, and minor construction for leased facilities.

#### **4-5. Authorization for maintenance and repair projects**

(See AR 210-50 for approval of AFH projects.)

a. MACOM commanders may approve maintenance and repair projects when all the following conditions are met:

(1) The funded project cost does not exceed \$2 million; and for a combined maintenance and repair project, the maintenance cost and the repair cost do not exceed \$2 million each.

(2) The repair cost (or repair plus alterations cost for a combined undertaking) does not exceed 50 percent of the replacement cost of the facility for projects whose funded costs are greater than \$500,000.

(3) The installation commander has approved the project if it is for a WWII temporary building and has total maintenance, repair, and alteration costs in excess of \$20 per square foot.

(4) Environmental documentation has been completed in accordance with AR 200-1 and AR 200-2.

b. MACOM commanders may delegate approval authority to members of their staffs, subordinate commanders, and installation commanders. Subordinate commanders and installation commanders may redelegate all or part of their approval authority to members of their staffs. All delegations and redelegations of approval authority will be in writing, and will be commensurate with the technical capability to review projects. MACOMs are responsible for review and evaluation of the management of delegated approval authorities.

c. Approving officials will ensure that all repair projects, regardless of costs, are consistent with force structure plans, more cost effective than replacement, and an appropriate use of operations and maintenance funds.

d. If the estimated funded cost of a project increases after approval, project execution may be continued without further approval when all the conditions in paragraphs a(1)-a(4) above are met and the increase in the project funded cost does not exceed 25 percent of the approved, funded project cost. Otherwise, project execution will

be halted until reapproval is obtained. The original approving authority will be notified immediately when either of these circumstances occurs.

e. Projects funded by tenant activities will be coordinated and approved through host command channels, regardless of the source of funds. Projects financed by the private sector for government use will also be coordinated and approved through host command channels. A work approval and reporting mechanism will be established with tenants who have the capability to separately document and contract for projects independent of the DPW.

f. HQDA will approve or disapprove projects that exceed MACOM approval authority. Requests for approval will be forwarded through the MACOM to Director, U.S. Army Center for Public Works (CECPW-EP), 7701 Telegraph Road, Alexandria, VA 22315-3862, for processing to the HQDA approval authority. Requests will include an explanation of project funding and a statement that the project has had a technical review. Project numbers will be identified in the requests. No project will be advertised until it is approved by the designated approval authority. Requests for approval to advertise projects of an urgent nature concurrent with project review and prior to project approval will be considered by HQDA on a case by case basis.

g. If the estimated funded cost of a HQDA-approved project increases, but the conditions in (1)-(5) below are all met, project execution may be continued without further HQDA approval, except for work on WWII buildings. If all the conditions below are not met, project execution will be halted immediately until reapproval is obtained.

(1) HQDA has been notified, through USACPW (CECPW-EP), of the increase.

(2) The revised funded cost of the project does not exceed \$3 million.

(3) The increase does not exceed 25 percent of the DA-approved funded project cost.

(4) The increase does not bring the funded project cost over 50 percent of the replacement cost of the facility.

(5) Environmental and historical preservation documentation has been completed in accordance with AR 200-1, AR 200-2, and AR 420-40.

h. All work on a WWII temporary building will be halted as soon as it becomes apparent that the projected total funded cost of a project will exceed the specific HQDA cost approval for the project. A 25 percent increase is not authorized. HQDA reapproval of the project at the higher projected cost is required before any additional project work is done.

i. Documentation required for the approval of MR projects that exceed installation commander approval levels includes the following:

(1) A completed DD Form 1391, FY--Military Construction Project Data.

(2) An operational necessity statement.

(3) A decision analysis.

(4) A detailed cost estimate.

#### **4-6. Project costs**

When construction, maintenance, and repair are combined in one undertaking, each may be treated as a separate project for approval limitation purposes. Engineering estimates may be used to allocate the funded costs between construction and maintenance and repair. This will determine project approval authority. When the work is so integrated that separation of construction from maintenance and repair is not possible, the entire undertaking will be funded as one construction project. In this case the minor construction limit will apply to the one, overall project.

a. When projects are proposed for accomplishment by a USACE District or Division, the cost estimate will be coordinated with the District or Division Engineer prior to submission of the project for approval. Transmittals of DD Forms 1391 to HQDA will indicate that such coordination has been obtained. Before a project is submitted to USACE for execution, the DPW will determine the work classification on the project.

b. Safeguarding information. All documents reflecting detailed cost of work estimates of a project prior to contract award will be marked "FOR OFFICIAL USE ONLY."

c. Appropriations that finance the project will be used to reimburse other appropriations for all funded costs initially financed by such other appropriations. Funded costs include —

(1) Government-owned real property, materials, supplies, services, rental trailers and buildings, utilities, or items applicable to the project.

(2) Installed capital equipment and installed building equipment.

(3) Transportation costs applicable to materials, supplies, real property items, installed equipment, and Government-owned equipment.

(4) Civilian labor costs including labor costs of foreign national civilians, but not including civilian prisoner labor. Costs of foreign military troops such as Korean Augmentation to the U.S. Army will be treated as unfunded costs. However, costs for labor provided by foreign quasi-military organizations that are paid from the Operation and Maintenance, Army (OMA) appropriation, such as the Korean Service Corps, are funded costs.

(5) Supervision and inspection costs.

(6) Troop travel and per diem directly related to the project.

(7) Costs for maintenance and operation of government-owned equipment (including organic troop unit equipment) and rental cost for non-Government equipment.

(8) Costs for preparation of operation and maintenance manuals for installed systems.

(9) Demolition and site preparation costs.

(10) The cost of installing equipment in place in new facilities.

(11) Costs of mitigation identified in environmental documentation completed in accordance with AR 200-2.

d. The total funded cost of a multi-year repair project over \$500,000 on a single RPF will include all phases of the project.

e. In comparing funded project costs with facility replacement cost, all known major repairs and alterations to the facility will be included. Replacement cost will be based on a facility of the same square footage and same type construction (temporary, semipermanent or permanent), and may be computed using the methodology and cost tables of TM 5-800-2. In determining the replacement cost, any costs of demolition, asbestos removal, site work, and historic considerations will be included.

f. Unfunded project costs are limited to the following:

(1) Costs financed from military personnel appropriations.

(2) Depreciation of government-owned equipment (except depreciation cost of a plant owned by capital working funds).

(3) Materials, supplies, and items of installed equipment that have been obtained from other U.S. Government agencies or foreign governments without reimbursement. When such items become available as excess distributions from other Government agencies, their value will be at Federal Supply Catalog prices or estimated replacement value according to AR 37-60.

(4) Costs of real property items relocated on the same installation except transportation and relocation costs.

(5) Planning, engineering, and design costs before and during construction.

(6) Costs for licenses and permits required by state or local laws for pollution abatement or by Status of Forces Agreements overseas.

(7) Material costs of equipment-in-place items.

(8) Civilian and military prisoner labor.

(9) DPW overhead costs such as second line supervisors and above, and their utilities, supplies, and equipment.

g. OMA funds or their equivalent may be used to fund design for nonappropriated fund construction, provided no additional manpower authorizations are required.

#### **4-7. Project technical review**

a. MACOM commanders have responsibility for final technical review and approval of drawings, plans, and technical documents related to projects executed by organizations under their command.

They may delegate part or all of this authority to subordinate commanders with redelegation authority as desired. Technical reviews include environmental, fire and emergency services, medical, energy conservation, and other considerations that affect the eventual success of the project. Subordinate organizations must have the technical review capability to meet project review responsibilities.

b. MACOMs that do not have technical review capability will ensure that all projects are adequately reviewed by an agency possessing the required technical expertise (for example, supporting USACE district or USACPW) prior to approval. (See DA Pam 420-11 for guidance on work classification.)

c. Security review pertaining to projects for facilities that involve the electronic processing of classified material (and projects which include provision of a radio frequency interference or TEMPEST shielded enclosure) will be accomplished in the initial planning stages of a project. The installation Provost Marshal Office and the TEMPEST Security Officer will provide the technical review. Requirements for shielded enclosures must be approved by The Deputy Chief of Staff for Intelligence (DAMI-CI), 1000 ARMY PENTAGON, WASH, DC 20310-1000.

#### **4-8. Damaged facilities**

a. Expedited project approval and execution procedures will be used for projects for repair of facilities (including family housing) damaged by fire, storm, flood, freeze or other natural occurrences, regardless of the project funding source. Necessary approvals and congressional notifications will be obtained while prospective contractors are preparing their proposals. Work on the project should begin and be completed as quickly as possible.

b. Project approval requests that require HQDA approval will be submitted through command channels to Director, U.S. Army Center for Public Works (CECPW-EP), 7701 Telegraph Road, Alexandria, VA 22315-3862, within 30 days of the damage. Army family housing projects requiring HQDA approval will be submitted to Chief, Army Housing Division (DAIM-FDH-F), 7701 Telegraph Road, Alexandria, VA 22315-3800. The following minimum information will be provided (this information is sufficient to accomplish HQDA approval actions and Congressional notifications for family housing and OMA projects):

(1) Description of the facility to include space utilization information and effects of any planned base realignment or closure actions. If applicable, include a justification for repair of an excess or oversize facility.

(2) Date, cause, and type of damage.

(3) Scope of work included in project.

(4) Cost of repairs and brief breakout of funded costs.

(5) Replacement cost of the facility. Include cost to current standard for all facilities and the replacement cost of family housing at current authorized square footage.

(6) Availability of existing space, on or off the installation, to house the dislocated function, and explain the impact if repairs are not accomplished. For Army family housing projects, state the deficit or excess from the latest housing survey.

(7) Appropriate environmental review documentation.

(8) Brief decision analysis to justify course of action.

(9) For family and unaccompanied housing projects, state the cause of damage, whether negligence or abuse is suspected or charged, whether appropriate action has been taken under 10 USC 2775 to recover repair costs, and what costs were recovered.

(10) State whether expedited procurement procedures (for example, restricted competition and/or bid time) are being used.

(11) Estimated completion date.

#### **4-9. Combined funded construction projects**

NAFs or private funds may be used with appropriated funds when it can be shown that the construction requirements are intended for different purposes; for example, installation required, OMA funded, asphalt street construction work combined with an MWR generated, NAF funded, asphalt "go-cart" race track and parking lot that will be adjacent to the street. The combination of funding sources will not be used to increment the project or to circumvent limitations.

Combined construction requirements having a total cost of \$500,000 or less may be approved by the MACOM. Approval authority may be delegated as appropriate. Combined construction requirements with a total cost in excess of \$500,000 will be submitted through the MACOM to Director, U.S. Army Center for Public Works (CECPW-EP), 7701 Telegraph Road, Alexandria, VA 22315-3862 for review and approval processing.

#### **4-10. Real property facilities project files**

a. The DPW will establish a project file for each RPF project within the scope of this regulation when construction costs are \$15,000 or more and when maintenance and repair costs are \$50,000 or more. For single undertakings involving both construction and maintenance and repair, only one project file will be established. Electronic document processing and storage may be used for these files. Each file will represent a complete historical record of a project, from inception to filing of the actual costs incurred, and will contain the following documentation for each project:

(1) DA Form(s) 4283 (Facilities Engineering Work Request) with supporting DA Form(s) 4284 (Facilities Engineering Work Order) and DA Form(s) 2702 (Bill of Materials) if used. The file may contain more than one work order, if it is desired to control each classification of work.

(2) Record of estimates, justification for the project, and related correspondence (initial estimate, identification of estimator, DD Forms 1391, job phase calculation sheets, identification of funded and unfunded costs, calculations to show how costs were developed, identification of crafts involved, and source documents used for the estimates, etc).

(3) Requests for approval by higher authority and signed approval documents, including letters, estimates, specifications, and plans.

(4) Revised plans and estimates, if changes to these documents were required by the approving authority.

(5) On projects approaching regulatory or statutory limitations, a day-to-day blotter record showing all actual costs incurred to date. Maintenance and analysis of this blotter record should prevent violation of the Anti-Deficiency Act.

(6) DD Form 1354 (Transfer and Acceptance of Military Real Property), properly signed and dated.

(7) Construction in Progress reports submitted in compliance with the Chief Financial Officer's Act.

(8) Warranty schedules and dates.

b. Project files should include other documentation that is pertinent to the history of the project, such as:

(1) A document signed by the requesting agency indicating when the need for a construction project became known, when the work must be completed, and what the consequences would be if the project were not completed by the specified time.

(2) A notation that the inventory of military real property has been changed to include the sum of the actual facilities engineering, architectural, and other outside services for design, plan, specification, and survey costs of a construction project. (The changes will be reported in the Headquarters, Integrated Facilities System Installation Inventory of Military Real Property.)

(3) A cross-reference to the appropriate section(s) of installation master plans and resource management plans.

## **Chapter 5 Utilization of Personnel and Administration**

### **5-1. Manpower guidance**

Manpower levels associated with in-house performance of DPW functions will be developed from specific workload requirements that are derived from mission directives. Methods used for determining manpower requirements include, but are not limited to, manpower staffing standards described in AR 570-5, manpower surveys, manpower staffing guides provided in DA Pam 570-551, and other

labor estimating procedures such as Engineered Performance Standards or established construction cost estimating data bases such as F.W. Dodge and R.S. Means.

### **5-2. Assignment of personnel**

This regulation does not provide authority to establish positions, civilian personnel grade levels, or classification for any given set of duties, functions, or responsibilities. Positions are to be filled by personnel who meet the requirements of the appropriate job series in Office of Personnel Management qualification standards.

a. *Engineer positions.* The following key positions are normally filled by qualified engineers or professionals.

(1) *Director of Public Works.* The Director will be assigned from among qualified Army Engineer officers. With the concurrence of the command concerned and within the provisions of AR 570-4, a qualified civilian engineer may be assigned as Director of Public Works.

(2) *Deputy Director of Public Works.*

(3) *Chief of Engineer Resources Management Division.*

(4) *Chief of Engineering, Plans and Services Division.*

(5) *Chief of Buildings and Grounds Division.*

(6) *Chief of Utilities Division.*

(7) *Chief of Operations and Maintenance Division if this alternative organization exists.*

b. *Other key positions.*

(1) The position of Housing Manager should be filled by a qualified professional housing manager as required by AR 210-50

(2) The Chief of the Environmental, Natural, and Cultural Resources Division should be a qualified engineer, environmental planner, environmental protection specialist, natural resources scientist, or historic preservation specialist.

(3) The Chief of the DPW supply activity should be qualified in accordance with guidelines established by the Army supply management career program.

(4) The Chief of Master Planning should be a qualified engineer or architect.

(5) The Chief of Fire and Emergency Services should be a qualified fire services professional.

c. *Operations.* An Operations officer should be provided in DPWs that have—

(1) a large number of tenant organization customers.

(2) large commitments for facilities engineering, housing, and environmental management support to off-post activities.

(3) a requirement for coordinating troop support from active and reserve component engineer units.

### **5-3. Use of civilian personnel, inmate labor, or troops**

a. Construction, repair, maintenance, and operation of real property will be done through the most economical means available, consistent with mission and statutory requirements. AR 570-4 and AR 600-200 prescribe policies which apply to the use of civilian personnel and troops in performing DPW activities. Army policy regarding self-help labor by civilians and troops is provided in AR 420-22.

b. Army experience has shown that inmate labor can be used under carefully controlled circumstances as a more economical method of providing some base services. Civilian inmate labor allows commanders to accomplish needed tasks that might not be possible under manning and funding constraints. Military and civilian correctional facilities are both permissible sources of inmate labor. Specific policies covering military prisoner labor are included in AR 190-47.

(1) Civilian inmates may perform preservation and maintenance of grounds and facilities, construction and demolition of buildings, road repair, custodial services, and transportation of debris to recycling centers. The garrison or installation support activity commander and HQDA will approve the scope of inmate labor. Primary issues for the commander are selection of work to avoid competition

with existing in-house or contractor resources and to avoid interference with installation missions and operations. Inmate labor is intended to augment, not displace, the Army's civilian or contractor workforce.

(2) Army policy permits garrison commanders to initiate discussions with representatives from the Federal Bureau of Prisons (FBOP) at the local and regional levels. Commanders are not authorized to negotiate with representatives of State or local correctional or governmental agencies. Basic requirements for an installation program to use civilian prisoner labor are—

(a) Development of a Memorandum of Agreement (MOA) between the installation commander and the warden of the prison involved.

(b) Development of an installation plan governing local operation of the program.

(c) HQDA approval of the MOA and installation plan before the program can be put into effect. Detailed information on stipulations required in the MOA and installation plan may be obtained from HQDA (DAIM-MD).

#### **5-4. Training and education programs**

The DPW will develop a training program that identifies training needs and maintains management and technical proficiency of DPW personnel. Public works and related professional training opportunities, appropriate certifications, and state licenses should be part of the training plan.

#### **5-5. Contract performance**

a. Decisions to convert in-house DPW work to contract performance will be made in accordance with the Commercial Activities Program requirements of AR 5-20 or appropriate host nation rules for OCONUS activities.

b. The DPW has the flexibility to rely on contractor performance for work that is beyond the existing in-house workforce capability. Added work that is clearly beyond the capability of the in-house workforce, but which must be performed, will be accomplished normally by augmentation contracts. DPWs may obtain architect-engineer (A-E) services (such as engineering, design, and construction supervision or inspection services) beyond installation and MACOM capabilities from outside sources. A-E design contract services will be obtained through the USACE direct support district (see Chapter 6). Construction and maintenance and repair projects will be accomplished by contract unless the projects are done by troop labor or are normally in-house work and subject to provisions of AR 5-20. Projects that are new requirements according to AR 5-20 also are contracted out directly.

c. Job Order Contracting may be used for repair and minor construction in accordance with Army Federal Acquisition Regulation Supplement, Subpart 17.90. Contracts may be awarded and administered by a supporting USACE district or by the installation contracting support organization.

d. When any DPW activities are performed by contractor, the DPW will develop and implement procedures to monitor and evaluate contractor performance. DPW staff members may be authorized to act as Contracting Officer's Representatives.

### **Chapter 6 U.S. Army Corps of Engineers Installation Support Services**

#### **6-1. Description**

The USACE Installation Support (IS) program provides RPMA services for installations. It is a business concept focused on enhancing mission support capabilities, supplementing technical capabilities, and extending manpower capacity at installations when needed. USACE also may use its capabilities to provide installation support to other DOD installations and activities. This support to installations is normally fully reimbursable. The extent to which a USACE

activity uses the policies and procedures in this chapter for non-Army installations will be determined by the USACE activity and the supported installation.

#### **6-2. IS support program goals**

USACE will strive to provide quality, responsive, and cost effective engineering and technical support to installations. USACE activities will support DPWs as full partners in serving Army soldiers, their families, and civilian work forces.

#### **6-3. IS policy**

a. USACE will assign a district with military programs responsibilities to provide installation support for each Army installation or USAR RSC. This district will be known as the "Direct Support (DS) District." USACE also provides support services through other activities which have no geographic boundaries, such as the USACPW, U.S. Army Engineering and Support Center, Huntsville, and USACE research and development laboratories. USACE support from these organizations is categorized as general support (GS). Support from these activities may be provided directly to installations worldwide.

b. The installation may request support directly from the designated DS District, USACPW, or USACE laboratory, and has access to any other USACE activity, such as Centers of Expertise, through its designated DS District. The designated DS district may employ other districts in providing installation support. Such support will be coordinated in advance with the installation DPW.

c. Standard USACE engineering, design, and construction criteria and procedures may be changed and adapted to local installation DPW requirements when districts are accomplishing installation support work. Supporting districts will comply with the installation's quality standards, including the Installation Design Guide, interior design standards, and maintenance and repair operational procedures. Health, life, safety, or other statutory or regulatory requirements will not be compromised. In the event of disagreement on the appropriateness of engineering and construction criteria or procedures for IS work, the issue should be raised to the installation's MACOM and/or the district's parent division for advice and resolution.

d. Installation support requirements vary greatly in their type, size, complexity, cost, and timing. In order to provide maximum support for installations, USACE district and division commanders will avoid establishing cost or complexity criteria for accepting work. When practical, installations will group individual small project design, contracting, or construction management requirements to minimize administrative processing costs.

#### **6-4. Types of IS offered**

The type and range of services available from the total USACE IS network are comprehensive. Examples of IS services that installations may obtain from USACE include:

- a. Technical assistance and troubleshooting.
- b. Mobilization and peacetime master planning services.
- c. Project development (scoping, feasibility studies, and DD Form 1391 assistance).
- d. Technical studies (energy, natural resources, historical, structural).
- e. Facility space planning and stationing analyses.
- f. Project design and engineering services. (MCA design is not considered to be IS work, since it is not installation funded).
- g. Real estate services (appraisals, acquisitions, leases, easements, permitting, disposals, real estate planning reports).
- h. Contract acquisition and administration in conjunction with architect-engineer services, job order contracting, and other specialized engineering and construction related services.
- i. Construction management services (supervision and inspection, quality assurance).
- j. Environmental analyses and remediation.
- k. Engineering economic analyses.
- l. Other specialized support to the DPW that is typically provided by installation functional staff. As authorized by the garrison or

installation support activity commander, the DPW may obtain supplemental support from USACE in the following areas, in coordination with the appropriate installation support staff element:

(1) Public affairs support for engineering and construction related issues.

(2) Personnel services related to the engineering and scientists career programs (including recruitment and training of interns).

(3) Legal services rendered to assist the installation support legal office regarding specialized issues related to engineering, construction, and environmental programs.

(4) Contracting support for construction, environmental, maintenance, and repair projects. This may include, but is not limited to, acquisition of contracts which are to be returned to the installation for administration.

*m.* Other services as requested by installations, subject to approval of the District Commander, to include non-traditional facilities management services.

## **6-5. IS functions**

*a.* IS begins when the Director of Public Works determines that the directorate does not possess the technical capability or the manpower capacity to execute planning, services, engineering studies or designs, environmental support, real property management, construction management, or contract administration for a project and requests USACE support or assistance.

*b.* Each DS District Commander—

(1) Conducts face-to-face meetings with all supported DPWs within 60 days of assumption of duties as a DS District Commander, and meet with each newly assigned Director of Public Works within 60 days of the Director's assignment.

(2) Designates a point of contact in the district to receive IS requests.

(3) Develops an IS Handbook with descriptions of, and procedures and points of contact for, the types of reimbursable and nonreimbursable support services available to DPWs. Typical items to be included are planning procedures, funding requirements, reporting procedures, costs for services (average and range), and schedule requirements. Development and revision of handbooks should be coordinated with supported DPWs.

(4) Monitors DPW and installation customer satisfaction through appropriate means (for example, visits, surveys, reports, conferences). USACE districts will hold annual or semiannual installation support meetings with their supported DPWs.

*c.* If the DS district cannot provide the requested support, it will examine total USACE support capabilities (for example, general support (GS) districts, laboratories, USACPW) before giving a final decision to the requesting installation. The District Commander will make any decision denying the requested support.

*d.* The USACPW is a field operating activity of USACE with the primary mission to provide technical RPMA assistance, consulting service, and up-to-date information required by DPWs worldwide to manage facilities in an environment of rapid change and diminished resources. The Center's core business is to provide functional and technical assistance, advice, and on-site troubleshooting for issues relative to public works operations; to deliver utility grade prime electrical power and associated equipment training on short notice to DoD activities; to assist installations to obtain the most cost effective utility services by assisting with procurements, rate case litigation, negotiation and utilities privatization; and to ensure reliable, uninterrupted power, utilities, and security at command, control, communications and intelligence sites.

*e.* USACE GS districts will forward any IS requests received directly from installation DPWs to the installation's DS district, USACPW, or appropriate laboratory for action, and advise the installation of the proper point of contact and the date the request was forwarded.

## **6-6. Funding**

*a.* Most IS services are reimbursable and will be funded by the

installation or its MACOM. USACE district funding responsibilities for IS are as follows:

(1) Level I tasks, which require an hour or less of direct USACE labor. These tasks are nonreimbursable and are chargeable to USACE overhead accounts.

(2) Level II tasks, which require more than an hour but not more than eight hours of direct USACE labor. These tasks are normally nonreimbursable and are chargeable to IS funds allocated to districts. If district IS funds are insufficient, then the task is reimbursable from the DPW or MACOM.

(3) Level III tasks, which require more than eight hours of direct USACE labor. All effort for these tasks is reimbursable from the DPW or MACOM.

*b.* USACE laboratories provide nonreimbursable services for tasks completed in 1 hour or less of USACE direct labor. This work will be chargeable to the laboratories' indirect or overhead account as applicable. DPWs or MACOMs will provide reimbursable funds for tasks that exceed 1 hour.

*c.* Funding of technical services of USACPW is both reimbursable and non-reimbursable, and will be determined for each individual situation by HQ, USACE and USACPW, and agreed between USACPW and the requester. If an immediate response is required, particularly in an emergency, reimbursement should be done in parallel with the request and should not delay provision of needed emergency services.



## **Appendix A References**

### **Section I Required Publications**

#### **AR 5-9**

Intraservice Support Installation Area Coordination. (Cited in para 3-5d.)

#### **AR 5-16**

Army Supplement to Defense Regional Interservice Support (DRIS) Regulation. (Cited in paras 2-2 and 3-5d.)

#### **AR 5-20**

Commercial Activities Program. (Cited in paras 5-5a and 5-5b.)

#### **AR 11-2**

Management Control. (Cited in para 1-4h(20).)

#### **AR 11-27**

Army Energy Program. (Cited in para 3-4b(5).)

#### **AR 37-60**

Pricing for Materials and Services. (Cited in para 4-6f(3).)

#### **AR 40-5**

Preventive Medicine. (Cited in para 3-4b(2).)

#### **AR 55-80**

Highways for National Defense. (Cited in para 1-4h(13).)

#### **AR 140-483**

Army Reserve Land and Facilities Management. (Cited in para 1-4h(18).)

#### **AR 190-47**

The U.S. Army Corrections System. (Cited in para 5-3b.)

#### **AR 200-1**

Environmental Protection and Enhancement. (Cited in paras 1-4h(7), 3-4b(4), 4-1h, 4-5a(4), and 4-5g(5).)

#### **AR 200-2**

Environmental Effects of Army Actions. (Cited in paras 3-4b(4), 4-1h, 4-5a(4), 4-5g(5), and 4-6c(11).)

#### **AR 200-3**

Natural Resources - Land, Forest, and Wildlife Management. (Cited in paras 1-4h(9) and 3-4b(4).)

#### **AR 210-20**

Master Planning for Army Installations. (Cited in paras 1-4f(2), 3-2, and 3-4b(3).)

#### **AR 210-50**

Housing Management. (Cited in paras 1-4h(11), 3-4b(1)(a), 3-5c, 4-1g, 4-5, 4-6a, and 5-2b.)

#### **AR 215-1**

Nonappropriated Fund Instrumentalities and Morale, Welfare, and Recreation Activities. (Cited in paras 3-1i(2) and 3-5c.)

#### **AR 385-10**

Army Safety Program. (Cited in para 3-4b(2).)

#### **AR 385-60**

Coordination with Department of Defense Explosives Safety Board. (Cited in para 4-1e.)

#### **AR 405-45**

Inventory of Army Military Real Property. (Cited in para 1-4h(6).)

#### **AR 405-70**

Utilization of Real Property. (Cited in paras 1-4h(6) and 4-1d.)

#### **AR 405-80**

Granting Use of Real Estate. (Cited in paras 1-4h(6) and 4-4e.)

#### **AR 405-90**

Disposal of Real Estate. (Cited in para 3-4b(3).)

#### **AR 415-15**

Army Military Construction Program Development and Execution. (Cited in paras 1-4h(18), 3-4b(3), and 4-3b.)

#### **AR 415-19**

Nonappropriated-Funded Construction Project Development and Approval. (Cited in para 4-1c.)

#### **AR 415-28**

Department of Army Facility Classes and Construction Categories. (Cited in para 4-1d.)

#### **AR 420-22**

Preventive Maintenance and Self-Help Programs. (Cited in paras 3-4b(1)(a) and 5-3a.)

#### **AR 420-40**

Historic Preservation. (Cited in paras 1-4h(8), 3-4b(4), 4-1h, and 4-5g(5).)

#### **AR 420-41**

Acquisition and Sales of Utilities Services. (Cited in para 1-4h(14).)

#### **AR 420-49**

Heating, Energy Selection and Fuel Storage, Distribution and Dispensing Systems. (Cited in para 3-4b(5).)

#### **AR 420-72**

Surfaced Areas, Bridges, Railroad Track, and Associated Appurtenances. (Cited in para 1-4h(13).)

#### **AR 420-90**

Fire Protection. (Cited in paras 1-4h(10) and 3-4b(2).)

#### **AR 500-10**

Nonindustrial Facilities for Mobilization. (Cited in para 1-4h(6).)

#### **AR 570-4**

Manpower Management. (Cited in paras 5-2a(1) and 5-3a.)

#### **AR 570-5**

Manpower Staffing Standards System. (Cited in para 5-1.)

#### **AR 600-200**

Enlisted Personnel Management System. (Cited in para 5-3a.)

#### **AR 700-90**

Army Industrial Base Program. (Cited in para 3-4b(1)(b).)

#### **DA Pam 420-6**

Facilities Engineering Resources Management System. (Cited in paras 1-4h(4), 3-2, 3-3d, and 3-7a.)

#### **DA Pam 420-11**

Facilities Engineering Project Definition and Work Classification. (Cited in paras 4-1b and 4-7b.)

#### **DA Pam 570-551**

Staffing Guide for U.S. Army Garrisons. (Cited in para 5-1.)

**FM 100-22**

Installation Management.

**TM 5-654**

Gas Distribution Systems Operation Maintenance.

**TM 5-800-2**

Cost Estimates: Military Construction.

**DA Energy Resources Management Plan.****Section II****Related Publications**

A related publication is a source of additional information. The user does not have to read it to understand this regulation.

**AR 210-135**

Banks and Credit Unions on Army Installations

**AR 215-4**

Nonappropriated Fund Contracting

**AR 405-10**

Acquisition of Real Property and Interests Therein

**AR 415-32**

Performance of Military Construction Projects in the Continental United States by Troop Units

**AR 420-15**

Certification of Utility Plant Operators and Personnel Performing Inspection and Testing of Vertical Lift Devices

**AR 420-43**

Facilities Engineering Electrical Services

**AR 420-46**

Water Supply and Wastewater

**AR 420-47**

Solid and Hazardous Waste Management

**AR 420-54**

Air Conditioning and Refrigeration

**AR 420-55**

Food Service and Related Equipment

**AR 420-70**

Buildings and Structures

**AR 420-81**

Custodial Services

**AR 710-2**

Supply Policy Below the Wholesale Level

**AR 735-5**

Policies and Procedures for Property Accountability

**AFARS**

Army Federal Acquisition Regulation Supplement

**DA Pam 37-100-XX**

The Army Management Structure

**DA Pam 420-7**

Natural Resources - Land, Forest, and Wildlife Management

**DA Pam 420-47**

Military Solid Waste Management

**DA Pam 600-45**

Guidelines for Community Excellence

**TM 5-634**

Solid Waste Management

**TM 5-683**

Electrical Interior Facilities

**TM 5-684**

Electrical Exterior Facilities

**TM 5-815-2**

Utility Monitoring and Control Systems

**Section III****Prescribed Forms**

This section contains no entries.

**Section IV****Referenced Forms****DA Form 11-2-R**

Management Control Evaluation Certification Statement

**DA Form 2702**

Bill of Materials

**DA Form 4283**

Facilities Engineering Work Request.

**DA Form 4284**

Facilities Engineering Work Order.

**DD Form 1354**

Transfer and Acceptance of Military Real Property

**DD Form 1391**

FY Military Construction Project Data

**Appendix B****Management Control Evaluation Checklist****B-1. Function**

The function covered by this checklist is overall Directorate of Public Works management and control.

**B-2. Purpose**

The purpose of this checklist is to assist the installation Director of Public Works and the MACOM Deputy Chief of Staff, Engineer or equivalent in evaluating the key management controls listed below. It is not intended to cover all controls.

**B-3. Instructions**

Answers must be based on the actual testing of key management controls (for example, document analysis, direct observation, sampling, simulation). Answers that indicate deficiencies must be explained and corrective action must be identified in supporting documentation. These key management controls must be evaluated at least once every five years. Certification that this evaluation has been conducted must be accomplished on DA Form 11-2-R (Management Control Evaluation Certification Statement).

**B-4. Test Questions**

*a.* Are installation and MACOM organizational and operational responsibilities for facilities engineering, housing, and environmental support activities clearly assigned?

*b.* Is master planning for facilities being accomplished, and have short and long range plans been reported to, and approved by, the garrison or installation support activity commander?

- c. Is a DPW work management system, including customer service standards and review and analysis of work, in place and operating properly at the installation?
- d. Does the DPW use a central data base for work requirements and a centralized tracking system to account for project work?
- e. Is there only one DPW organization at each installation?
- f. Does the DPW coordinate and approve all maintenance, repair, and construction projects for installation facilities?
- g. Are obligations and expenses for work on real property facilities being recorded accurately in official finance and accounting records?
- h. Are obligations and expenses for work on real property facilities being recorded accurately and in enough detail to ensure compliance with project approval authority and the Chief Financial Officer Act, to develop accurate rates for reimbursable services, and to support review and analysis of work accomplished?
- i. Are up-to-date support agreements established with tenants and DPW customers?
- j. Are procedures in place to ensure that tenants coordinate projects and report RPMA costs to the DPW?
- k. Are proper funding sources and estimated costs identified and separated for maintenance, repair, and construction projects?
- l. Are project approvals and reapprovals being secured and recorded properly in project files?
- m. Are MACOM and installation controls established to prevent project costs from exceeding approval limits?
- n. Are estimators, designers, and project managers trained adequately in work classification and project and dwelling unit limitations to ensure that work is classified properly and that costs are charged accurately to the correct projects or dwelling units/housing areas?
- o. Is MACOM guidance on maintenance, repair, and minor construction project development and technical review provided to installations?
- p. Are expedited procedures established for projects for repair of facilities damaged by natural occurrences?
- q. Are manual or electronic maintenance, repair, and construction project files established to provide complete historical records of projects?
- r. Does the current mix of in-house and contractor workforces provide for accomplishing public works activities through the most economical means available?
- s. Are inspectors and other personnel appointed for monitoring and evaluating contractor performance trained adequately in quality assurance surveillance and reporting methods?
- t. Have the DPW, the garrison or installation support activity commander, and the supporting USACE district established procedures to obtain cost-effective services from the USACE Installation Support Program?

## **B-5. Supersession**

This checklist replaces the checklist for "Overall Directorate of Facilities Engineering and Housing (DEH) Management and Control" published previously in DA Circular 11-87-1.

## **B-6. Comments**

Help make this a better tool for evaluating management controls. Submit comments and recommendations to ASSISTANT CHIEF OF STAFF FOR INSTALLATION MANAGEMENT (DAIM-FDF-M), 600 ARMY PENTAGON, WASHINGTON DC 20310-0600.

## **Glossary**

### **Section I Abbreviations**

#### **A-E**

architect-engineer

#### **ACOE**

Army Communities of Excellence

#### **ACSIM**

Assistant Chief of Staff for Installation Management

#### **DA**

Department of the Army

#### **DDESB**

Department of Defense Explosives Safety Board

#### **DOD**

Department of Defense

#### **DPW**

Directorate of Public Works

#### **DS**

direct support

#### **GS**

general support

#### **HQDA**

Headquarters, Department of the Army

#### **IFS-M**

Integrated Facilities System, Mini/Micro

#### **IS**

installation support

#### **ISE**

Installation Staff Engineer

#### **JOC**

job order contracting

#### **M & R**

maintenance and repair

#### **MACOM**

major Army command

#### **MCA**

Military Construction, Army

#### **MOA**

Memorandum of Agreement

#### **NAF**

nonappropriated fund

#### **O & M**

operations and maintenance

#### **OCONUS**

outside continental United States

#### **OMA**

operation and maintenance, Army

#### **OMAR**

operation and maintenance, Army Reserve

#### **RPF**

real property facility

#### **RPMA**

Real Property Maintenance Activities

#### **RSC**

Regional Support Command

#### **USACE**

U.S. Army Corps of Engineers

#### **USACPW**

U.S. Army Center for Public Works

#### **USAR**

U.S. Army Reserve

#### **WWII**

World War II

### **Section II Terms**

#### **Alteration**

Change to interior or exterior facility arrangements to improve use of the facility for its current purpose. This includes installed equipment made a part of the existing facility. Additions, expansions, and extensions are not alterations.

#### **Army installation**

A designated grouping of real property, controlled and managed by the U.S. Army, to which one or more Army organizations is assigned. (For purposes of this regulation, the USAR real property controlled and managed by a USAR Regional Support Command within its assigned standard federal region comprises an 'installation.')

#### **Command supervision**

*a.* Allocation of resources and program guidance relating to DPW functions and activities. Funds, personnel spaces, supplies and equipment are included.

*b.* Determination of necessity and priority for DPW work.

*c.* Evaluation and correction of deficiencies in executing DPW missions.

*d.* Evaluation of performance reports and actions to correct and improve DPW activities.

*e.* Staff visits to ascertain effectiveness and efficiency in functions performed.

*f.* Staff visits to assist in solving specific installation problems.

#### **Construction**

*a.* Erection, installation, or assembly of a new facility.

*b.* Addition, expansion, extension, alteration, or complete replacement of an existing facility.

*c.* Relocation of a facility from one installation to another.

*d.* Related site preparation, excavation, filling, landscaping, or other land improvements.

#### **Funded cost**

Cost which is charged to the appropriation designated to pay for a project.

#### **Job order contracting (JOC)**

Technique used to reduce the total contracting and engineering leadtime for accomplishing small and medium sized real property repair and minor construction projects at installations. Indefinite quantity/indefinite delivery contracts are awarded by means of competitive procedures, including awards under the 8(a) program, and work is accomplished via individual delivery orders that specify prepriced units of work identified in a Unit Price Book.

#### **Maintenance**

Work required to preserve and maintain an RPF in such condition that it may be used effectively for its designated functional purpose. Maintenance includes work done to prevent damage which would be more costly to restore than to prevent. Maintenance includes work to sustain components. Examples include renewal of disposable filters, painting, caulking, refastening loose siding, and sealing bituminous pavements.

#### **Maintenance or Repair Project**

Logical plan of work for a single undertaking of finite scope which clearly satisfies a specific maintenance or repair requirement on one or more real property facilities.

#### **Master plan**

An integrated series of documents which presents in graphic, narrative, and tabular form the present composition of the installation and the plan for its orderly and comprehensive development to perform its various missions in the most efficient and economical manner over a 20-year period.

#### **Minor construction**

Construction project with a funded cost of \$500,000 or less.

#### **Preventive maintenance (PM)**

Routine, recurring work performed on all real property facilities. PM is systematic inspection, care, and servicing of equipment, utility plants and systems, buildings, structures, and grounds facilities for detecting and correcting incipient failures and accomplishing minor maintenance.

#### **Real property facility (RPF)**

A separate and individual building, structure,

utility system, other real property improvement, or land identifiable in the three-digit category codes listed in AR 415-28. A real property facility will be assigned only one three-digit category code based on the primary construction category code being used.

#### **Real property maintenance activities (RPMA)**

The types of work and functions that fit the functional categories of expenses described in the Army Management Structure (DA Pam 37-100-XX) as .JO (Operations of Utilities), .KO (Maintenance and Repair of Real Property), .LO (Minor Construction), and .MO (Engineer Support).

#### **Relocation**

Movement of a building or structure from one site to another. The item may be moved intact or disassembled and later reassembled. This includes connection of new utility lines and excludes relocation of roads, pavements, or airstrips. Relocation of two or more facilities resulting in a single facility will be considered a single project.

#### **Repair**

*a.* Restoration of an RPF to such condition that it may be used effectively for its designated functional purpose. Repair may be overhaul, reprocessing, or replacement of deteriorated components, parts, or materials.

*b.* Correction of deficiencies in failed or failing components of existing facilities or systems to meet current Army standards and codes where such work, for reasons of economy, should be done concurrently with restoration of failed or failing components. Corrective work may involve incidental increases in quantities or capacities.

*c.* A utility system or component may be considered 'failing' if it is energy inefficient or technologically obsolete, provided:

(1) The utility system or component of such a system exists and is in fact energy inefficient or technologically obsolete.

(2) The system/component to be replaced has been in service for a minimum of three years.

(3) The project is estimated to have a payback period of 10 years or less.

*d.* Major work required to restore a generally deteriorated facility to such a condition that it may be used effectively for its designated purpose.

(1) Such an undertaking may include, under the classification of repair, the relocation or reconfiguration of building components such as partitions, windows, and doors to the extent that they are replacements of existing components. Additional quantities beyond what existed is construction.

(2) Such an undertaking may include, under the classification of repair, the relocation and reconfiguration of utility systems into arrangements to meet current standards to the extent that the total area or population served by the utility system being replaced is

not increased. An increase in total area or population served is construction.

(3) In case of failed or failing systems, such an undertaking may also incorporate additional components, if based on good engineering practice, to permit the efficient and safe use of the replacement system.

(4) Repair does not include increases in quantities of components for functional reasons, nor extension of utilities or protective systems to areas not previously served. An increase in quantities of components for functional reasons, areas not previously served by utilities or protective systems, or increases in exterior building dimensions, is construction.

*e.* Complete replacement of a RPF is construction, not repair.

#### **Scheduled maintenance**

Systematic and periodic servicing and inspection of equipment and components to maintain operational efficiency and replace worn or failed parts. Scope and frequency of service should be based upon engineering judgment and past repair history with the objective of providing the most economical mix of preventive care, routine maintenance, and breakdown maintenance for the installation.

#### **Technical supervision**

*a.* Furnishing advice and assistance on facilities engineering, housing, and environmental matters.

*b.* Assisting in essential education and training of DPW personnel.

*c.* Making a technical review of projects and budget estimates for the purpose of determining technical soundness, adequacy, and conformance with applicable statutes, work classification rules and established policies, practices, and standards.

*d.* Making staff visits to--

(1) Ascertain degree of conformity with policies, standards, and procedures.

(2) Assist field staffs in resolving problems.

(3) Review the effectiveness of the environmental and energy (as it applies to fixed facilities) programs.

(4) Determine whether facilities are properly utilized.

*e.* Approving and maintaining control of troop self-help work.

#### **Temporary World War II buildings**

All temporary buildings constructed in CONUS between 1939 and 1947, inclusive.

#### **Unfunded cost**

Cost which is charged to a different appropriation from that which is paying for a project.

#### **Work management system**

The systematic application of sound management principles and procedures in receiving, planning, estimating, scheduling, supervising,

executing, recording, and evaluating the DPW work effort.

### **Section III**

#### **Special Abbreviations and Terms**

This section contains no entries.

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# MANAGEMENT CONTROL EVALUATION CERTIFICATION STATEMENT

1. REGULATION NUMBER

2. DATE OF REGULATION

For use of this form, see AR 11-2; the proponent agency is ASA(FM).

3. ASSESSABLE UNIT

4. FUNCTION

5. METHOD OF EVALUATION *(Check one)*

a. CHECKLIST

b. ALTERNATIVE METHOD *(Indicate method)*

APPENDIX *(Enter appropriate letter)*

6. EVALUATION CONDUCTED BY

a. NAME *(Last, First, MI)*

b. DATE OF EVALUATION

7. REMARKS *(Continue on reverse or use additional sheets of plain paper)*

8. CERTIFICATION

I certify that the key management controls in this function have been evaluated in accordance with provisions of AR 11-2, Management Control . I also certify that corrective action has been initiated to resolve any deficiencies detected. These deficiencies and corrective actions *(if any)* are described above or in attached documentation. This certification statement and any supporting documentation will be retained on file subject to audit/inspection until superseded by a subsequent management control evaluation.

a. ASSESSABLE UNIT MANAGER

(1) TYPED NAME AND TITLE

b. DATE CERTIFIED

(2) SIGNATURE





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